

ROAD HOME PROGRAM
ICF CONTRACT AND DELIVERABLES



PERFORMANCE AUDIT
ISSUED MAY 30, 2007

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May 30, 2007

Jerry Luke LeBlanc
Commissioner of Administration
Division of Administration

Dear Commissioner LeBlanc:

This report provides the results of our performance audit on the ICF Contract and Deliverables for the Road Home Program. The audit was conducted under the provisions of Title 24 of the Louisiana Revised Statutes of 1950, as amended.

The report contains our conclusions and recommendations. Appendix A contains the Office of Community Development's response to our recommendations. I hope this report will benefit you in your decision-making process.

Sincerely,

Steve J. Theriot, CPA
Legislative Auditor

SJT/dl

ICF07

Office of Legislative Auditor

Steve J. Theriot, CPA, Legislative Auditor



Road Home Program

ICF Contract and Deliverables

May 2007

Audit Control # 07302517

Objectives and Overall Results

We conducted a performance audit to determine how the Office of Community Development (OCD) oversees certain aspects of its contract with ICF, International (ICF) to deliver the Road Home program. Throughout this audit, we worked in cooperation with OCD staff to collect information and keep them informed of our observations. The objectives of our audit and the corresponding results of our work are summarized as follows:

Objective 1: What deliverables are required by the contract and how does OCD ensure that the deliverables are timely and meet its expectations?

Results: Over the three-year life of the contract, there are approximately 750 deliverables required by the ICF contract. OCD needs a better process to ensure that deliverables are reviewed and accepted or rejected in a timely manner. During our initial review of the ICF portal and status of deliverables, we determined that OCD had not accepted 83.6% of the phase two deliverables. We informed OCD staff of our observations. We then re-reviewed the deliverables and found that OCD had reduced the number of deliverables with no acceptance from 83.6% to 24.4%. According to OCD, it had reviewed these deliverables but did not update the portal with its decision.

(See pages 3-5 for details.)

Objective 2: What are the major contract costs and how does OCD review these costs?

Results: The ICF contract is for \$756 million and consists of labor costs, unit costs (home evaluations, title work, and closings), and other direct costs (equipment, facilities, et cetera). Travel costs are fixed at approximately \$19 million. The Legislative Auditor's Office entered into an agreement with OCD to review ICF invoiced costs to ensure the costs are in accordance with the contract.

(See pages 5-7 for details.)

Objective 3: What subcontractors are used by the contractor?

Results: A total of 22 subcontractors are working with the Road Home program. Most of the subcontractors are based in Louisiana.

(See pages 7-8 for details.)

Objective 4: How does OCD report on contract oversight?

Results: While OCD has reported programmatic information to the legislature, OCD does not routinely report to the legislature and other stakeholders on OCD's oversight over the ICF contract, specifically contract deliverables and costs.

(See page 9 for details.)

Scope and Methodology

This audit is the second in a series of reports that reviews various processes within the Road Home program. We reviewed contract deliverables and costs in response to a legislative request.

We conducted this performance audit under the provisions of Title 24 of the Louisiana Revised Statutes of 1950, as amended. We followed generally accepted government auditing standards as promulgated by the Comptroller General of the United States.

To conduct this audit, we performed the following steps:

- Obtained and reviewed the ICF contract and all amendments
- Obtained and analyzed the status of all deliverables
- Interviewed OCD, ICF, and legislative staff
- Obtained and analyzed ICF's budget and invoiced amounts for the contract
- Obtained and reviewed all subcontracts

Appendix A contains a copy of OCD's response to this report.

Background

ICF Emergency Management Services (ICF) has a three-year \$756,000,000 contract with the Division of Administration's Office of Community Development (DOA-OCD) to manage and implement the Road Home program. Phase 1 of the contract which funded the first four months at \$87.18 million was to allow ICF to quickly start up the program. ICF and OCD then signed an amendment to the contract on October 18, 2006, which modified some of the contract pricing and added a Phase 2 and 3 statement of work. Exhibit 1 outlines the time frames related to the selection of ICF as the contractor as well as the dates all contract amendments were signed.

Exhibit 1 ICF Contract Events and Dates	
Contract Events	Date
Requests for Proposal is issued by DOA.	April 11, 2006
ICF is selected as contractor.	June 9, 2006
OCD signs three-year contract with ICF and funds Phase 1 through October 11 (<i>see detail on contract pricing in Exhibit 2</i>).	June 30, 2006
Contract is amended (1 st amendment) to include more detailed scope of services and deliverables.	July 25, 2006
Contract is amended (2 nd amendment) to include more detailed provisions related to confidentiality of information.	September 28, 2006
Contract is amended (3 rd amendment) to include Phase 2 and 3 work and remaining work under Phase 1. Amendment also includes deliverables and contract pricing (<i>see detail on contract pricing in Exhibit 2</i>).	October 18, 2006
Contract is amended (4 th amendment) to include four performance measures with penalties up to \$100,000 per month (up to \$25,000 for each measure) should the contractor not meet such performance measures. These measures are as follows (for April 2007 to July 2007): <ul style="list-style-type: none"> • The wait between a call for a Housing Assistance Center appointment and the next available appointment date at every center shall be no greater than 14 days. • 10,000 options letters shall be sent by ICF to Road Home applicants every month. • 8,000 closings should be scheduled for April and 10,000 per month for June and July. • For 95% of all issues, either ICF resolves the issue within seven business days or contacts the homeowner and reports on the status of the application within three business days. 	March 15, 2007
Source: Prepared by legislative auditor's staff using information from OCD and ICF.	

Objective 1: What deliverables are required by the contract and how does OCD ensure that the deliverables are timely and meet its expectations?

There are approximately 750 deliverables required by the contract. Appendix B provides a list of all deliverables that were due as of February 1, 2007, and their status. Examples of Road Home deliverables include the following:

- Operational Plan
- MIS Specifications
- Housing Assistance Center Plan and Staffing
- Training Agendas and Materials
- Various Weekly and Monthly Reports

ICF CONTRACT AND DELIVERABLES

As part of its contract, ICF is required to submit contract deliverables to OCD for review. The state program manager who is the director of OCD (or her designee) is then responsible for the review and acceptance of all deliverables. OCD can also reject deliverables and require that ICF modify and resubmit. Deliverables can be defined as products or services that must be delivered to satisfy the terms of the contract. It is important that OCD review and make a decision on deliverables because deliverables provide evidence that ICF is providing services in accordance with its contract. Furthermore, it is important that the state review deliverables because the ICF contract states that deliverables are deemed accepted 20 days after submission if the state does not reject them in writing.

OCD Needs a Better Process to Review ICF Deliverables. We reviewed a list from ICF's portal of the deliverables and their corresponding status as of February 9, 2007, and found that OCD has not accepted all deliverables in a timely manner. While the portal showed that OCD had accepted most Phase 1 deliverables, it did not show evidence that OCD accepted 83.6% of all Phase 2 deliverables that were due on or before February 1. During our work, we told OCD about our observations. OCD acknowledged that it had a backlog in reviewing deliverables and attempted to clear the backlog. We then re-reviewed the deliverables on February 21 and found that OCD had reduced the deliverables with no acceptance from 83.6% to 24.4%.

Exhibit 2 summarizes the decision/status of all deliverables as of February 9, 2007, and again on February 21, 2007, as reported on the ICF portal.

Exhibit 2 Status of Deliverables				
	PHASE 1		PHASE 2	
Status	Number (%) As of 2/9/07	Number (%) As of 2/21/07	Number (%) As of 2/9/07	Number (%) As of 2/21/07
Accepted/Accepted with Comments by OCD	13 (54.2%)	17 (70.8%)	5 (10.2%)	31 (63.3%)
Rejected by OCD - Requires Clarification	5 (20.8%)	5 (20.8%)	3 (6.1%)	5 (10.2%)
Delay Accepted by OCD	2 (8.3%)	1 (4.2%)	0 (0%)	1 (2.0%)
No Decision Yet*	4 (16.6%)	1 (4.2%)	41 (83.6%)	12 (24.4%)
Grand Total	24 (100%)	24 (100%)	49 (100%)	49 (100%)
*Includes those deliverables where delays have been requested and those that are pending. We did not include 9 deliverables related to HMGP and the Homeless program because these programs are not developed or are not fully developed.				
Note: Percentages do not add to 100% due to rounding.				
Source: Prepared by legislative auditor's staff using data on deliverables.				

OCD's current system for accepting deliverables needs to be modified. Currently, ICF posts deliverables on its portal and sends certain OCD officials an e-mail notifying them that the deliverable has been posted. OCD is then responsible for reviewing the deliverable to determine if the deliverable meets its expectation. However, OCD has limited staff available to review deliverables and there currently is no gatekeeper or designated administrator that could help ensure that those limited staff receive the deliverable, review it, and make a decision on it. OCD

also said that in many cases it reviewed the deliverable but did not update the ICF portal with a decision. In addition, OCD said that it initially had problems accessing the portal.

Recommendation 1: OCD should develop a system that will ensure that deliverables are reviewed and accepted in a timely manner. This system should also include a procedure that ensures that evidence of OCD's decision be posted on the portal. For example, the State Project Manager within OCD should designate one person as the administrator. The administrator should then be responsible for the following:

- Designating those individuals that have the authority to accept or reject deliverables
- Ensuring that authorized individuals actually receive and make a decision on deliverables
- Ensuring that all OCD decisions are communicated to ICF through either the portal or an e-mail

Summary of Management's Response: OCD agrees with this recommendation and has identified staff to coordinate the review and approval of all deliverables. This staff has also been charged with the development of written policies and procedures.

Objective 2: What are the major contract costs and how does OCD review these costs?

Contract Costs. The ICF contract consists of labor costs, unit costs (home evaluations, title work, and closings), other direct costs (equipment, facilities, et cetera). Travel costs are fixed at approximately \$19 million. Exhibit 3 provides a summary of the contract costs for Phase 1 and Phases 2 and 3 of the contract.

Exhibit 3 ICF Contract Pricing - Phase 1 and Phases 2 and 3		
Category	Pricing Phase 1	Pricing Phase 2 and 3
Labor (Hourly rates)	Based upon labor rates ranging from \$20.00 to \$375.00 multiplied by actual hours worked	Based upon labor rates ranging from \$20.00 to \$375.00 multiplied by actual hours worked on or after 10/21/06 to 1/13/07. Billing rates after 1/13/07 will be determined upon completion of an audit performed by an independent certified public accountant of ICF's proposed labor wages and cost allocation plan. For a complete list of all labor rates, see Appendix C.
Closings and Title Work (Unit cost)	Based upon a cost per unit ranging from \$0.35 to \$460.00 for verification and title activities	Based upon a cost per unit (i.e., per relevant application) for verification and title activities as follows: <ul style="list-style-type: none"> • RES Parcel Data - \$0.35 • FDS Flood Data - \$8.00 • RES Automated Valuation Method (AVM) - \$12.00 • Broker Price Opinion - \$86.00 • CREDCO Appraisal - \$460.00 • Title Search (Grant option) - \$196.00 • Title Exam (Grant option) - \$58.00 • Title Policy (Grant option) - \$150.00 • Level 1 Clear Title - \$86.00

Exhibit 3 ICF Contract Pricing - Phase 1 and Phases 2 and 3		
Category	Pricing Phase 1	Pricing Phase 2 and 3
		<ul style="list-style-type: none"> Title Search (Sale option or rental program) - \$305.00 Title Exam (Sale option or rental program) - \$144.00 Title Policy (Sale option or rental program) - \$616.50 Level II Clear Title - \$575.00 Closing - \$282.00 RES Parcel data for three more years - \$1.15 Banking Fees - \$275.00 For a description of the above see Appendix D.
Home Evaluation (Unit Cost)	\$750.00 per home evaluation which includes travel, labor, and expenses	Based upon a cost per evaluation as follows: <ul style="list-style-type: none"> Evaluations on total loss homes - \$350.00 Evaluations on partially damaged homes, work in progress homes, and completed homes - \$550.00 Quality control evaluation - \$550.00 Appeal evaluation - \$625.00 Costs include travel, labor, and expenses.
Travel (Fixed Price)	Total of \$43.88 million for other direct costs (including travel) with \$8.17 million up front and the remainder to be billed on a pro-rata basis. Because it is fixed price, no supporting documentation is required.	Fixed price of \$19,142,768.00 for travel costs to be invoiced on a pro-rata basis as follows: <ul style="list-style-type: none"> 10/14/06 to 12/31/06 - \$1,998,859.00 1/1/07 to 12/31/07 - \$10,823,230.00 1/1/08 to 12/31/08 - \$3,934,744.00 1/1/09 to 6/11/09 - \$2,385,935.00 Because it is fixed price, no supporting documentation is required.
Other Direct Costs		Actual costs as evidenced by receipts or invoices plus a fee of \$13,530,000 for management of other direct costs. Management fee to be billed on a pro-rata basis as follows: <ul style="list-style-type: none"> 10/14/06 to 12/31/06 - \$3,220,000.00 1/1/07 to 1/31/07 - \$4,570,000.00 1/1/08 to 1/31/08 - \$4,460,000.00 1/1/09 to 6/11/09 - \$1,280,000.00
Source: Prepared by legislative auditor's staff using information from the ICF contract and amendments.		

OCD Has a System to Review Contract Costs. Because of the significant costs related to the ICF contract, it is important the OCD has a system to ensure that costs are invoiced in accordance with the contract and that costs are supported with adequate documentation. To assist with its review, OCD has an engagement with the Recovery Assistance Division (RAD) of our office to conduct agreed-upon procedures to review ICF invoices. According to the engagement, examples of the procedures are as follows:

- Compare all ICF invoices to the contract guidelines to determine if the invoices were submitted in accordance with the guidelines; have all the required signatures; are within the required time period (invoices are to be submitted twice a month); are supported with subcontractor invoices, time records, and receipts; and agree with the supporting documentation
- Compare labor rates billed for ICF employees to labor rates specified in the contract and actual hours worked to the budgeted hours
- Trace subcontractor labor billed by ICF to approved subcontractor invoices
- Verify that subcontractor employee hours are billed to OCD in accordance with the proper ICF labor classification

- Determine if other direct costs are submitted with supporting documentation (receipts and invoices)

Our office communicates the results of this review both through weekly meetings with OCD and ICF and by issuing reports as invoices are submitted and reviewed (approximately once every week to two weeks). In addition, this engagement requires that RAD review ICF travel costs that were incurred from June 12, 2006, to December 31, 2006, for compliance with ICF travel policy and report the results. More detail on the provisions related to contract payments and costs is found below.

Contract Payments. As of May 8, 2007, ICF has invoiced the state \$127,823,953. Exhibit 4 details what ICF has invoiced to OCD versus what ICF budgeted for these categories.

Exhibit 4 Summary of ICF Invoiced Amounts as of May 8, 2007		
Category	Amount Invoiced	Budgeted Amount as of February 2007*
Labor	\$62,148,128	\$394,919,581
Other Direct Costs	\$8,136,835	\$90,201,703
Fixed Price Travel	\$5,745,362	\$19,142,768
Fixed Price Management Fee	\$4,801,923	\$13,530,255
Unit Costs	\$46,991,705	\$159,839,750
Total	\$127,823,953	\$677,634,057**
*Appendix E contains more detail related to ICF's budget. ** This total does not equal the amount in the contract because it does not include the first phase amounts and amounts for the Hazard Mitigation Grant Program. Source: Prepared by legislative auditor's staff using data from ICF.		

Objective 3: What subcontractors are used by the contractor?

Most Road Home Subcontractors Are Louisiana-based. As of February 27, 2007, ICF had 22 subcontractors on its team. According to ICF, 14 are based in Louisiana and 12 are minority or women-owned businesses. Exhibit 5 summarizes each subcontractor, the estimated value of its contract, its role in the program, and whether the subcontractor based in Louisiana is a minority, small, or women-owned business.

Exhibit 5 Subcontractor Roles and Associated Value				
Name	Estimated Value	Role	LA Based?	Minority, Small, or Women-owned?
First American Title Insurance Company of Louisiana	\$109,000,000	Assists in reviewing homeowner application information and provides data and products to facility eligibility determination and calculation of grant awards; performs title searches and examinations and provides a title opinions; and coordinates the closing process	Yes	No
Shaw Environmental, Inc.	\$96,000,000	Assists in identifying, procuring, and administering the facility infrastructure for the program, including leases, furniture, supplies and equipment, telecommunications, safety and security and recruiting of employees; performs home evaluations	Yes	No
Quadel Consulting	\$85,000,000	Assists in administering the Homeowner Assistance Program, including operating the Housing Assistance Centers	No	No
KPMG	\$15,000,000	Supports activities to prevent fraud, abuse, and waste in the program	No	No
Providence Engineering	\$15,000,000	Provides home evaluations	Yes	Yes
Peter A. Mayer Advertising, Inc.	\$9,000,000	Assists in the planning, design and production of messages and advertising about the program	Yes	No
Deltha Corporation	\$9,000,000	Manages, staffs, and conducts the quality assurance and quality control functions for the program	Yes	Yes
Franklin Industries, LLC	\$9,000,000	Performs in role of overall governmental affairs liaison; assists with outreach and communication	Yes	Yes
HGI Catastrophe Services	\$8,000,000	Performs home evaluations	Yes	Yes
Dewberry and Davis, LLC	\$7,000,000	Performs home evaluations	No	No
Network Technology Group	\$4,000,000	Provides the data center for the program	Yes	Yes
STR Grants, LLC	\$4,000,000	Provides the eGrantsPlus application software, including configuring and customizing the software to meet the functionality requirements of the program	No	Yes
Jones Walker, LP	\$3,000,000	Provides legal-related services to the program	Yes	No
EAD & Associates	\$3,000,000	Advises the program on applicants with specials needs, including the development and review of policies and procedures and training and coordination with special needs advocacy groups and other organizations	No	Yes
Innovative Emergency Management, Inc.	\$2,000,000	Assists in providing mitigation counselors at the Housing Assistance Centers to advise applicants on mitigation options	Yes	Yes
EBONetworks	\$1,000,000	Assists in providing communication and outreach services particularly to minority and displaced residences	Yes	Yes
West Telemarketing	\$1,000,000	Assists in providing a full-service call center for applicants	No	No
LSU Agricultural Center	\$1,000,000	Assists with the Professional Rebuilding Registry	Yes	N/A
Tulane University	<\$1,000,000	Assists with the Professional Rebuilding Registry	Yes	N/A
Brophy & Reilly, LLC	<\$1,000,000	Assists in the development of policies and procedures for the Homeowner Assistance Program; prepares draft forms and documents; and assists in the development of training materials	No	Yes
Trace Security, Inc.	<\$1,000,000	Provides an information security assessment for the program	Yes	Yes
The Compass Group	<\$1,000,000	Assists in the development and implementation of the Piggyback Program	No	Yes
Source: Prepared by legislative auditor's staff using data provided by ICF.				

Objective 4: How does OCD report on contract oversight?

According to OCD, it provides daily and/or weekly reports to the LRA and to the legislature on program progress and cash flow analysis. However, OCD does not routinely report to the legislature and other stakeholders on its oversight over the contract, specifically contract costs and deliverables. OCD also has some statistical information on its Web site and has provided the legislature with reports based on special requests. However, because of the magnitude of the ICF contract and legislative and other stakeholder interest in the performance, expenditures, and deliverables of the contract, OCD should also develop reports that provide information on these issues. This report would help inform both the legislature and the public on OCD's oversight of ICF contract costs and deliverables. Legislative staff have told us that they would like to have both information on ICF and subcontractor expenditures and contract performance.

Recommendation 2: OCD should develop a report that is published on a periodic basis that includes how much ICF has invoiced to the state and how much the state has paid. This report should also include how much of the invoiced amount has been for subcontractors. This report could also include the amount invoiced as compared to the ICF budgeted amounts. OCD should also consider whether to include deficiencies resulting from OCD and Louisiana Legislative Auditor review of ICF invoices. This report could either be submitted to stakeholders (i.e., the legislature) or posted on the OCD Web site.

Summary of Management's Response: OCD agrees to develop such a report.

Recommendation 3: OCD should consider developing a report on a periodic basis that includes a description of what deliverables were due and a summary of the actions OCD took on each deliverable. This report could either be submitted to stakeholders (i.e., the legislature) or posted on the OCD Web site.

Summary of Management's Response: OCD agrees to develop such a report to interested stakeholders and the legislature.

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APPENDIX A: MANAGEMENT'S RESPONSE



Kathleen Babineaux Blanco
GOVERNOR

State of Louisiana
DIVISION OF ADMINISTRATION
OFFICE OF COMMUNITY DEVELOPMENT

Jerry Luke LeBlanc
COMMISSIONER OF ADMINISTRATION

May 9, 2007

Mr. Steve J. Theriot, CPA
Louisiana Legislative Auditor
1600 North Third Street
Post Office Box 94397
Baton Rouge, Louisiana 70804-9397

Dear Mr. Theriot:

The Office of Community Development [OCD] appreciates the audit and analysis your staff did in preparing the Summary of ICF Contract and Deliverables. We found the recommendations helpful and insightful and believe the partnership effort we are currently engaged in between OCD and the Louisiana Legislative Auditor [LLA] will be productive in assuring that the administration of the disaster recovery funding granted by Congress is administered in a manner that minimizes fraud and abuse.

Your report had four objectives and contained three recommendations, which are addressed below. Two of the objectives have no recommendations and OCD agrees with your conclusion on the second objective that we have an effective system in place to review contract costs. We appreciate the assistance your Recovery Assistance Division provides to this effort. The report's third objective was to determine which subcontractors were used by the contractor and this was provided by ICF and listed in the report without comment.

Recommendation 1 asks that OCD develop a better policy to Review ICF deliverables.

OCD believes you relied too heavily on review of ICF generated deliverables by only looking at the portal, which is the software system that manages this process. Use of the portal is only one of many methods OCD uses to review, discuss and alter deliverables. Much of this activity went on via methods outside the framework the ICF portal. The portal was and is often difficult or impossible to use, and a constant source of frustration to OCD management and staff. One of the key staff persons responsible for review of many of the deliverables, the OCD Homeowner Housing Manager, was unable to access the portal for a multi-month period that spans a considerable majority of your audit period. OCD believes you failed to recognize the considerable staff time and attention devoted to deliverable review in the form of developing policy, internal OCD discussion and debate and document editing outside the portal process.

Initial findings of the report cited that 86.2% of all Phase 2 deliverables due on or before February 1, 2007 had not been accepted as of the auditors February 9, 2007 review. As noted in the report, in the re-review the number of new deliverables with no acceptance was reduced to 36.2%. The report should also be revised to note that in subsequent conversations with the

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performance audit staff, OCD has provided additional clarification for which the percentage was reduced to 24.4%.

Staff has continued to review the deliverables for which an acceptance has not been rendered and it is our conclusion that the non acceptance percentage is closer to 8.2% rather than the revised 24.4%. OCD recommends the exclusion of eight (8) of the twelve (12) deliverables cited as “no decision” for the following reasons:

- Three of the deliverables cited could not be reviewed or accepted as the deliverable have not yet been delivered due to the following: (1) Pending state action, (2) Delay Requested, and (3) Delivery date still to be determined.
- Two of the deliverables cited in category status have been updated to “approved” on 03/30/07 and 04/02/07. OCD recognizes that though approved, it was not done in a timely manner.
- Two of the deliverables mentioned are actually quarterly submissions and will have more than one due date. We recommend that the system be updated to break out those deliverables that are recurring.
- One of the deliverables cited was delayed as noted in the portal. The deliverable has been delivered since the two audit reviews were conducted for OCD review.

With regard to Exhibit 2 listed on Page 3 we provide the following comparison:

Exhibit 2 Status of Deliverables		
	PHASE 2	
	Number (%) As of 2/21/07 LLA Review	Number (%) As of 2/21/07 OCD Review
Status		
Accepted/Accepted with comments by OCD	31 (53.5%) **	15 (31%)
Rejected by OCD – Requires Clarification	5 (20.8%) **	1(2%)
Delay Accepted by OCD	1 (1.7 %) **	0 (0%)
No Decision Yet*	21 (36.2%) **	4 (8.2%)
Grand Total	58 (100%)	41 (100%)

Note:

** Percentage should be revised as the calculations were based on fifty-eight (58) deliverables in Phase 2. On further consultation with OCD, nine (9) of the deliverables were removed from the count leaving a total of forty-nine (49). OCD used the figure forty-nine (49) for comparison purposes.

Provided as **Attachment A** to this correspondence, is a document separated by deliverable status which provides insight as to how we arrived at our calculation. The document also further provides clarification and justification for the request for removal of identified deliverables from the listing, as provided in your review. OCD recognizes the importance of the deliverable review as it relates to the State's responsibility in monitoring of the ICF contract and we take this review very seriously. With the onset of the use of the ICF portal for deliverable submissions, attempts were made early on within OCD to centralize the coordination and review process. This proved to be challenging as there was not sufficient staffing in place to effectively coordinate this effort. We recognize that this may have caused some delays in the review of the deliverables.

However, as a matter of record it should be noted that many of the deliverables, particularly those in Phase One had previously been approved and were not noted in the system. The use of the portal system did not go into effect until November, 2006. Prior to that time deliverables were submitted manually and approval was submitted via e-mail or verbally. In some but not all instances, the portal has provided an attachment containing the OCD e-mail approval or rejections. In addition, timeliness of the acceptance and approval of the deliverables was also impacted by the inability of State Program Manager (SPM) designee to access the portal in order to provide the approval/acceptance of the deliverables. This access issue was resolved in Mid-February, resulting in some cases a February 14th approval date for the deliverables. Where applicable and when the prior approval had already been obtained it was noted in the portal notes.

We concur with the Legislative Audit recommendations concerning the modification of our current system. OCD has recently acquired additional staff and we are confident that we have the adequate staffing in place to coordinate this effort.

Currently, OCD has identified staff to take on the central coordination role for the review and approval of all deliverables. This newly assigned central coordination staff has been charged with the development of written OCD protocol and procedures for the coordination, review, and approval of all deliverables in the portal. OCD will work closely with ICF in identifying how the portal can be modified to operate more efficiently and effectively.

Recommendation 2 was for OCD to develop a Report on Contract Oversight

The Office agrees to develop such a report. It is noted that information on this subject is routinely requested by provided by the Office of Community Development.

Recommendation 3 was for OCD to develop a Report on the Status of Deliverables

This report would be provided to interested stakeholders including the Legislature. OCD also agrees to provide this report.

ATTACHMENT A

ACCEPTED/ACCEPTED W/COMMENTS BY OCD

As of 02/21/07

31 out of 49 (53.5%)

15 out of 49 (31%) for further review and follow-up – OCD Calculations

- 9 of the 31 deliverables in this category are recurring deliverables that are reported on a monthly basis. Discussion, review, and approval of these deliverables are conducted in meetings either in person or by conference call with the ICF staff. Approval is given verbally and/or via e-mail. The deliverable dates reflected in the system is not consistent with the recurring status of submission of this deliverable. OCD recommends the removal of all monthly deliverables for the purpose of this review. It is also our recommendation that ICF place all monthly and quarterly deliverables under another subset category for evaluation and tracking purposes. It should be further noted that many of the monthly deliverables were approved prior to implementation of the Deliverables reporting system on the ICF Road Home Portal.
- 7 of the 31 listed deliverables in this category should be removed

00038 – Approved at the time it was initially delivered. This occurred prior to the implementation of the deliverable portal. Mike Spletto updated status in portal to reflect prior approval

00040 – Deliverable is only a confirmation of the opening of the HAC center.

00056 – Approved with comments within 20 day timeframe. Date should reflect 12/19/06 and not 12/19/07.

00039 – This was only confirmation of the opening of the HAC center. An acknowledgement of receipt of the email was the only approval requested. OCD was asked to respond by email via a “reply to all” response. This was done prior to the onset of the portal.

00072 – Only a notification that HAC opened. The notification does not require approval.

00088 – Accepted and approved with comments within the 20 day timeframe from the delivery date.

00083 – Deliverable was not approved within the 20 day timeframe because as noted in the comments section the official launch date of strategies was delayed upon the advisement of the Governor. This delay impacted the timetable of delivery of the communications strategies. It should be noted that these communications strategies had previously been approved.

Note: Deliverables website did not become active until November, 2006.

Note: Timeliness of approval/acceptance of deliverables was also impacted due the fact that OCD Deliverable Coordinator (Mike Spletto) was unable to access the portal for the two months January to Mid February? The situation was resolved and approvals resumed Mid February.

DELAY ACCEPTED BY OCD

As of 02/21/07

1 out of 49 (1.7%)

0 out of 49

No Finding – Delay approved by OCD

00068 – An extension from December was granted by OCD and this process should be completed by March. Deliverable was submitted in March for the Governor's Approval. Awaiting the Governor's approval. This item should be removed from the list.

REJECTED BY OCD REQUIRES CLARIFICATION

As of 02/21/07

5 out of 49 (20.8%)

1 out 49 still in need of further review (2%)

Justification was provided relative to the rejection of the deliverable. Deliverables are still awaiting further follow-up and ICF action. Request the removal of the following deliverables:

00031 – This deliverable was not accepted because it does not spell out the role of the Ombudsmen as requested and required in previous reviews of this deliverable. Comments updated 4/02/07 and the deliverable still does not meet requirements.

00042 – Still being rejected because it does not include Ombudsman program for homeowners or provisions of 2(a)14.

00080 – Initial review was completed within 20 day time frame. Deliverable was rejected initially on 2/5/07 and reject again on 3/30/07. Comments were made in portal for ICF to contact David Moore regarding issues.

00089 – OCD review completed within 20 day timeframe. The process the deliverable represents is not functional. ICF needs to let the State know what it needs to make this functional.

NO DECISION YET

As of 02/21/07

12 out of 49 (24.4%)

4 out of 49 (8.2%)

In need of further investigation.

OCD will continue to work with ICF on delayed deliverables.

Deliverables recommended for removal

- 00036 – Has not been delivered
- 00064 – Status updated to approved 03/30/2007
- 00073 – This deliverable has not been delivered. Delivery date is too be determined.
- 00047 – This deliverable was delayed and was delivered 03/07/07 for OCD review.
- 00057 – Deliverable has not been delivered. Delay requested.
- 00058 – Ongoing monthly status report. Does not require approval.
- 00043, 00081 – Quarterly report submission. Delivered via hard copy. 0043 approved by Mike Spletto 04/02/07 in portal.

Mr. Steve J. Theriot, CPA
May 8, 2007
Page 4

The OCD looks forward to our continuing partnership with the Legislative Auditor in providing complete accountability in our administration of disaster recovery assistance.

Sincerely,

A handwritten signature in cursive script, appearing to read "Susan Elkins".

Susan Elkins
Executive Director
Office of Community Development/DRU

SE/TB

Attachment



Customer Deliverables

All Sites

Advanced Search

Home > HQ > PMO > Customer Deliverables > Deliverables Schedule/Status

Deliverables Schedule/Status

New	Actions	View: All Items								
Deliverable ID	Title	Status	Due Date	Delivery Date	Suspense Date	Assigned	Phase	Review Date (OCD)	Reviewed By (OCD)	Comments (OCD)
00001	Operations Plan	Approved	7/14/2006	7/14/2006		Jennifer Googins	Phase I	4/2/2007	Mike Spletto	This is approved because it only dealt with the first eight weeks of the program and issues were clarified at a time when there was a problem accessing the portal.
00002	Cash Flow Projection	Approved	8/14/2006	8/14/2006		Ramona Burks	Phase I	2/14/2007	Mike Spletto	Approved during weekly meeting
00003	HAC Plan and Staffing Requirements	Approved	7/12/2006	7/12/2006		Miles Diamond	Phase I	7/20/2006	Steve Green	
00004	Subcontract Submittals	Approved	7/12/2006	7/12/2006		George Lowden	Phase I	7/14/2006	Steve Green	
00005	Ten Center Operational	Approved	8/29/2006	8/25/2006		Miles Diamond	Phase I	10/1/2006	Steve Green	
00006	MIS Specifications	Approved with Comments	7/14/2006	7/14/2006		Dave Cogar	Phase I	2/6/2007	Mike Spletto	We would like to conditionally approve Deliverable 006 today (Monday, January 22 - the 20th day since the submittal of this revision). These are the conditions: provide verbage / timeframe describing business continuity provisions in the event a local disaster renders the NTG facility useless (Section 2.1.2.1) provide verbage / timeframe describing disaster recovery provisions in the event a major disaster renders the Baton Rouge area useless (Section 2.1.2.1). provide a timeframe for the utilization of the Business Objects Knowledge Management tool (Section 2.2.2.2). provide a timeframe for the completed Professional Rebuilding Registry (Section 2.5). for the Homeowner Program, provide an overview of system activity for each stage in the process for a homeowner - from original application through closing (Section 3). provide system description / process discussion / timeframe for HDP (Section 3.3). provide system description / process discussion / timeframe for Incident Management (Section 3.4). provide additional description and process discussion for Letter Generation / Calculation (Section 3.5). provide system description / process discussion / timeframe for Hazard Mitigation Grants Program (Section 5). provide a response to

Small Rental Repair
Program issues that
will be forwarded in a
separate email.

00007	Professional Builders Registry Available	Approved	8/29/2006	8/29/2006	Ball/Hadley	Phase I			
00008	Agenda and Locations for Home Evaluators/Financial Institutions	Approved	7/14/2006	7/14/2006	Sean Casey	Phase I	8/10/2006	Steve Green	
00011	Agenda and Location of Building Professional Training	Approved	7/14/2006	7/14/2006	Sean Casey	Phase I	8/10/2006	Steve Green	
00013	Complete 2/5 Training Sessions Completed	Approved	8/29/2006	8/29/2006	Sean Casey	Phase I	11/15/2006	Steve Green	
00014	Commence Outreach and Public Education	Approved with Comments	8/11/2006	8/11/2006	Franklin/Hector-Harris	Phase I			
00015	Summary of Homeowner Media Campaign and Brochures	Approved	8/14/2006	8/6/2006	Gentry Brann	Phase I	8/11/2006	Steve Green	
00016	Homeowner Website Approved/Online	Approved	7/20/2006	7/20/2006	Dave Cogar	Phase I	8/11/2006	Steve Green	
00017	Summary of SRAP Outreach and Media Campaign	Rejected - Requires Clarification	8/14/2006	8/14/2006	Gentry Brann	Phase I	4/26/2007	Calvin Parker	In November, Reviewed by Steve Green and rejected b/c the info was inaccurate. Green indicated it was premature
00018	SRAP Website Approved/Online	Rejected - Requires Clarification	10/11/2006	10/11/2006	Dave Cogar	Phase I	12/13/2006	Calvin Parker	Rejected due to info on web site was did not reflect chg in program design
00019	MOU Agreements between ICF, SBA, FEMA, Insurance Co, etc.	Approved with Comments	7/30/2006	7/28/2006	Anita Rechler	Phase I	3/30/2007	Mike Spletto	While this is being approved, the following must be completed and forwarded to the OCD: Section 3.8 "Other Data Services" requires more description, especially for Fannie Mae, Freddie Mac, and First American Title data exchanges. This additional description must be submitted by April 16, 2007.
00020	Evaluation of Pilot Program	Approved	9/13/2006	9/13/2006	Fred Tombar	Phase I	10/1/2006	Steve Green	
00021	Homeowner Forms Available	Approved	7/20/2006	7/20/2006	Fred Tombar	Phase I	2/16/2007	Mike Spletto	All forms have been reviewed previously and adjustments have been made to specific documents. They are always in flux.
00022	Mediation Process Development	Approved	7/31/2006	7/31/2006	Anita Rechler	Phase I	8/2/2006	Steve Green	
00023	SRAP MIS System Fully Operational	Delay Approved/TBD	9/13/2006	9/13/2006	Dave Cogar	Phase I		Calvin Parker	
00024	SRAP Forms Available	Approved	9/13/2006	9/13/2006	Bob Santucci	Phase I	9/26/2007	Mike Spletto	
00025	State Approved Pipeline Report	Report (Weekly)	7/28/2006	7/28/2006	Fred Tombar	Phase I	2/14/2007	Mike Spletto	Approved weekly at our meetings.
00026	Summary List of Training Attendees, Comments, Certifications	Approved	9/13/2006	9/13/2006	Sean Casey	Phase I	10/1/2006	Steve Green	
00027	HMGP Final Acquisition Application Submission	Approved	10/25/2006	10/25/2006	Brett Kriger	Phase II	12/6/2006	Mike Spletto	I approved earlier, just entered on portal on the 6th.
00028	Business Plan for Mobile/Fixed HACs & Mobile Team Operations Plan	Approved	11/1/2006	11/1/2006	Miles Diamond	Phase II	4/26/2007	Mike Spletto	
00029	Anti-Fraud Plan & Procedures for Homeownership	Approved	10/31/2006	10/31/2006	Bill Rudolph	Phase II	2/14/2007	Mike Spletto	

00030	Web Deployment of Scheduling Apps & Phase 1 Website Maintenance	Approved	11/1/2006	11/3/2006	Dave Cogar	Phase II	Mike Spletto	
00031	Update to Appeals Process	Rejected - Requires Clarification	11/8/2006	11/8/2006	Kathy Trainor	Phase II	4/2/2007	Mike Spletto
								<p>Deliverable 31 is rejected again because it does not spell out the role of the Ombudsman for applicants, as required and requested in the previous review of the deliverable, and because it references a period of 30 days in which to make an appeal. The period is 90 days.</p> <p>The following is a list of issues that need to be addressed with respect to the appeal process:</p> <p>Page 2:</p> <p>Level I: Who is program staff? Please provide written any proposed notice to the applicant regarding right to seek review/reconsideration through program staff, to bring to Resolution Advisor, and to involve ombudsman and notifying applicant of ombudsman's limited involvement. What is proposed record regarding issues presented and resolution?</p> <p>Page 2-3</p> <p>Level II: What notifies the applicant of the right of appeal and the process? Please provide. Is appellant allowed to introduce new evidence? What record of appeal is maintained and resolution issued?</p> <p>Page 4:</p> <p>Level III: What notifies the applicant of the right of appeal and the process? Please provide. Is appellant allowed to introduce new evidence? What record of appeal is maintained and resolution issued? What is form resolution (i.e. written reasons for affirming decision and rejecting appellants argument?)</p> <p>ISSUE: Is there an anticipated volume to indicate a justification to set up outside appeal process (for instance with administrative law agency) or setting appeal process internally at OCD. If handled internally, can include a variance process to handle anomalies</p>
00032	Business Plan for HMGP Program	Delay Approved/TBD	11/8/2006		Brett Kriger	Phase II	11/8/2006	Steve Green
00033	Project Work Plan for All Programmatic Activities	Approved with Comments	11/8/2006	11/8/2006	Lon Anderson	Phase II	2/16/2007	Mike Spletto
								<p>No HMGP program approved</p> <p>At the time of the deliverable, it was accepted. At this time, it is realized that a better plan regarding egrants plus was</p>

									required and improvements have been made. Timeliness of this activity have been slow, and has not complemented the program.
00034	Analysis of Piggyback Projects	Approved	11/10/2006	11/10/2006	Andy Zehe	Phase II		Calvin Parker	
00035	Homeowner Procedures Update	Approved	11/15/2006	11/15/2006	Brandy Bones	Phase II	2/14/2007	Mike Spletto	These policies were reviewed and accepted prior to logging on the system. They have been updated.
00036	Legal Documents for Compliance	Delay Approved/TBD	11/15/2006		Brett Kriger	Phase II	11/15/2006	Steve Green	Cannot be delivered until program is designed and approved
00037	Financial Reporting System for Reallocation of HMGP Funds	Delay Approved/TBD	11/15/2006		Brett Kriger	Phase II	11/15/2006	Steve Green	No HMGP program approved
00038	Strategic Communications & Outreach Plan for CY2006	Approved	11/15/2006	11/15/2006	Gentry Brann	Phase II	2/16/2007	Mike Spletto	
00039	Completed Homeowner Grant Application	Approved	11/15/2006		Dave Cogar	Phase II		Steve Green	
0003A	Homeowner MIS System Fully Functional	Rejected - Requires Clarification	8/29/2006	8/29/2006	Dave Cogar	Phase I	4/26/2007	Steve Green	System is still not fully functional
00040	Open HAC in Houston, TX	Approved	11/15/2006	11/15/2006	Miles Diamond	Phase II	12/6/2006	Mike Spletto	
00041	Privacy Policy for Homeownership & Small Rental	Approved	11/15/2006	11/15/2006	George Lowden	Phase II	2/14/2007	Mike Spletto	
00042	Ombudsman Procedures and Policy	Rejected - Requires Clarification	11/15/2006	11/15/2006	George Lowden	Phase II	2/14/2007	Mike Spletto	This deliverable was rejected on 2/14/07 because it did not include the ombudsman program for homeowners. It is being rejected again, as of 2/14/2007, because of the same reason. According to the contract this deliverable should be consistent with 2(a)14 that deals with homeowner concerns. The deliverable can stand as it is, but should include provisions of 2(a)14
00043	Training Summary for Homeowner & Rental	Report (Quarterly)	11/15/2006	11/16/2006	Sean Casey	Phase II	4/2/2007	Mike Spletto	
00044	Overall Policy & Procedure Manual	Approved	11/15/2006	11/8/2006	Andy Robinson	Phase II	2/14/2007	Mike Spletto	This deliverable is an outline of a process.
00045	Revised Rental Program Design Decision	Rejected - Requires Clarification	12/28/2006	12/28/2006	Vanessa Brower	Phase II		Calvin Parker	Requires Program design in order to provide deliverable (Calvin Parker is aware) Lack of program design requires clarification
00046	HMGP Environmental Review Process	Delay Approved/TBD	11/20/2006		Brett Kriger	Phase II	11/20/2006	Steve Green	HMGP contract not approved yet
00047	Homeless Policies, Procedures & Guidance	Delay Approved/TBD	11/30/2006	3/7/2007	Mike Shafer	Phase II		Calvin Parker	see also 57, 58, & 55. ICF requested revised delivery schedule. Still pending
00048	Updated HMGP Evaluation Procedures (monthly)	Delay Approved/TBD	11/30/2006		Brett Kriger	Phase II	11/30/2006	Steve Green	HMGP contract not approved
00049	Training on Mitigation Measures for Housing Advisors (monthly)	Approved	11/30/2006	11/30/2006	Maya Larson	Phase II	2/14/2007	Mike Spletto	
00050	HMGP Financial Report (monthly)	Delay Approved/TBD	11/30/2006		Brett Kriger	Phase II		Steve Green	HMGP Contract not approved
00051	Strategic	Approved	11/30/2006	11/15/2006	Gentry Brann	Phase	2/16/2007	Mike Spletto	

	Communications & Outreach Plan for CY2007				II				
00052	Analysis of Facility Use (monthly)	Approved	11/30/2006	11/30/2006	Miles Diamond	Phase II	2/14/2007	Mike Spletto	
00053	Report on Subcontract Activity (monthly)	Approved	11/30/2006	11/30/2006	George Lowden	Phase II	2/16/2007	Mike Spletto	
00054	Report on COI Issues (monthly)	Approved	11/30/2006	11/30/2006	George Lowden	Phase II	2/14/2007	Mike Spletto	
00055	Performance Measurement & CDBG Compliance (monthly)	Approved with Comments	12/30/2006	12/30/2006	Andy Robinson	Phase II	2/14/2007	Mike Spletto	The deliverable is a monthly report and as of the last report not all criteria have been completed. The non-completed items are in progress and some can not be completed until all aspects of the specific program have been designed.
00056	Monitoring Plans for all CDBG Programs	Approved with Comments	11/30/2006	11/30/2006	Scott Ledford	Phase II	12/19/2007	Mike Spletto	Not all programs have monitoring tools in the deliverable due to the fact that the programs have not all been designed at this time.
00057	Homeless Program PSH Workshop	Delay Approved/TBD	11/30/2006	11/30/2006	Mike Schafer	Phase II		Calvin Parker	The non-profit section is not approved and the resubmission due date was moved to January 31st and extended until February 15.
00058	Homeless Program Status Report (monthly)	Approved	11/30/2006	1/30/2007	Mike Schafer	Phase II		Calvin Parker	See also 47, 58, & 75. ICF requested revised delivery schedule. Still pending
00059	Homeless Program Monitoring Plan	Approved	11/30/2006	11/30/2006	Mike Schafer	Phase II	2/14/2007	Mike Spletto	
00060	Outreach Activities by Non-Profit & Faith-based Orgs (monthly)	Approved	12/30/2006	12/30/2006	Perry Franklin	Phase II	2/14/2007	Mike Spletto	
00061	Business Plan for Utilization of Non-profits & Faith-Based Organizations	Approved with Comments	12/1/2006	12/29/2006	Perry Franklin	Phase II	2/16/2007	Mike Spletto	See Attached Comments
00062	Compliance Plan	Approved	12/1/2006	12/1/2006	George Lowden	Phase II	2/14/2007	Mike Spletto	
00063	Financial Reporting System for HMGP	Delay Approved/TBD	12/1/2006		Mike Thompson	Phase II	12/1/2006	Steve Green	No HMGP program approved
00064	Spatially Enabled Online Database	Approved	12/1/2006	12/1/2006	Dave Cogar	Phase II	3/30/2007	Mike Spletto	
00065	Data Dictionary for All Programs	Rejected - Requires Clarification	12/1/2006	12/1/2006	Jennifer Googins	Phase II		Mike Spletto	The "data dictionary" deliverable should be rejected.
									ICF has made a step toward meeting OCD/DRU specifications for this deliverable with the inclusion of rudimentary metadata in their geospatial data. However, ICF's data dictionary deliverable (submitted 12.01.2006) does not meet OCD/DRU requirements.
									Henceforth, in this document and all subsequent documents, both OCD/DRU and ICF shall use the term metadata instead of the term data dictionary.
									As was verbally specified to Kevin Wright on November

30, 2006 at a meeting held at the Claiborne building, the OCD/DRU requires metadata that is a reasonable approximation of the Federal Geographic Data Committee (FGDC) standards. Some specific examples of metadata requirements were given to Mr. Wright. For example, the metadata must provide a clear definition of the fields in the attribute tables of geospatial data. The field names, which are often cryptic truncations of words, should be "decoded" and spelled out so that any other user of the data will know what the field is describing. Any formulas that are used to calculate a field value need to be detailed. These criteria have not been met by the ICF "data dictionary" deliverable of 12.01.06 and therefore the deliverable should be rejected.

OCD/DRU stipulates that a reasonable approximation of FGDC compliant metadata shall be part of all geospatial data produced by ICF with the possible exception of geospatial data produced for purposes that are strictly internal to ICF. All geospatial data produced by ICF for pipeline reports and specific map/geospatial data requests from the OCD/DRU or the LRA are required to have a reasonable approximation of FGDC compliant metadata.

Charles Fianagan, OCD/DRU GIS Policy Analyst will discuss with Mr. Wright the priorities for implementing this requirement.

00066	IT/IS Security Assessments (Quarterly)	Approved	12/1/2006	12/1/2006	Dave Cogar	Phase II	2/6/2007	Mike Spletto	
00067	Mobile Centers in the Field	Approved	12/1/2006	12/1/2006	Miles Diamond	Phase II	2/14/2007	Mike Spletto	Reviewed earlier than approval date.
00068	ICF Target Definition for Deadlines	Approved	12/1/2006	3/15/2007	Andy Robinson	Phase II	2/14/2007	Mike Spletto	4th amendment to contract executed.
00069	Survey and Report for those not served (Quarterly)	Approved	12/1/2006	12/1/2006	Joy Shelvin	Phase II	2/14/2007	Mike Spletto	
00070	Updated Public Education & Outreach Plan	Approved with Comments	12/10/2006	1/3/2007	Bob Santucci	Phase II		Calvin Parker	Requires updating on regular basis as dictated by program design changes.
00071	Data Field Integration for HAZMIT Queries	Delay Approved/TBD	12/15/2006		Mike Thompson	Phase II	12/15/2006	Steve Green	
00072	Open New HAC in LA	Approved	12/15/2006	12/15/2006	Miles Diamond	Phase II	2/14/2007	Mike Spletto	
00073	Monitoring & Compliance Workshop	Approved with Comments	12/15/2006		Anita Reichler	Phase II	12/15/2006	Steve Green	
00074	Business Plan for Call Center Lifecycle (monthly)	Approved	12/30/2006	12/29/2006	Dave Cogar	Phase II	2/14/2007	Mike Spletto	

00075	Guidance on Referral Systems - Homeless Program	Delay Approved/TBD	12/31/2006	12/31/2006	Anita Rechler	Phase II		Calvin Parker	See also 47, 57, & 58. ICF requested revised delivery schedule. Still pending
00076	Homeowner Construction Representative Training	Approved	12/5/2006	12/5/2006	Maya Larson	Phase II	2/16/2007	Mike Spletto	
00079	Sharepoint HMGP MIS Module	Delay Approved/TBD	1/3/2007		Lon Anderson/Dave Cogar	Phase II	1/3/2007	Steve Green	
00080	Controls Assessment Interim Report	Rejected - Requires Clarification	1/15/2007	1/15/2007	Lon Anderson/Dave Cogar	Phase II	3/30/2007	Mike Spletto	Rejected a second time on 3/30/07. The first rejection was on 2/5/07. ICF chose to lump the KPMG and Tracesecurity reviews together in this deliverable. Dave Moore reviewed in great detail and the deliverable is lacking because it did not address the HAC's except for Goodwood, and there is no way of verifying ICF's response to critical findings. Dave Moore wants to see intrusion attempts at each HAC and a second round of Tracesecurity testing to be confident that ICF has secured the facilities, systems, and data for the RH. Contact David at 219-9738
00081	Property Report (Quarterly)	Approved with Comments	1/15/2007	1/15/2007	Georgie Lowden	Phase II	3/12/2007	Steve Green	The report lists all items that have been put in place. We need to develop a mechanism to take an annual inventory to verify the data is still correct and that there has not been any shrinkage.
00082	Small Rental Program Forms	Approved with Comments	2/16/2007	2/16/2007	Vanessa Brower	Phase II		Calvin Parker	Program changes will require regular updates and new documents amended accordingly
00083	TV, Radio, Print Placement and other strategies for Homeowner Program (CY2007)	Approved with Comments	1/19/2007	1/19/2007	Gentry Brann	Phase II	2/14/2007	Mike Spletto	Please note that while the media strategy remains the same as presented, upon the advisement of the Governor's office the launch date has been pushed back approximately 2 weeks
00084	TV, Radio, Print Placement and other strategies for Rental Program (CY2007)	Approved with Comments	3/9/2007	3/9/2007	Gentry Brann	Phase II		Calvin Parker	Program design changes will require modifications to the plan as needed.
00085	Maintain and Update Administration Organizational Structure (quarterly) 1	Approved	1/30/2007	1/30/2007	George Lowden	Phase II	2/14/2007	Mike Spletto	
00086	Maintain and Update HR Policy (quarterly) 1	Approved	1/30/2007	1/30/2007	George Lowden	Phase II	2/14/2007	Mike Spletto	
00087	CDBG Piggyback Program Legal Templates	Approved with Comments	2/28/2007	12/21/2006	Andy Zehe	Phase II	2/14/2007	Mike Spletto	These have already been reviewed by legal counsel and changes are made as necessary.
00088	Public Data Exchange	Approved with Comments	2/1/2007	2/1/2007	Lon Anderson/Dave Cogar	Phase II	2/14/2007	Mike Spletto	At this time, OCD does not have accepted policy for data sharing with the public. It is a continuous process and more developments need to take place. Data that could be shared with the parishes has been shared.

00089	GIS Online Services	Rejected - Requires Clarification	2/1/2007	2/1/2007	Lon Anderson/Dave Cogar	Phase II	2/16/2007	Mike Spletto	The deliverable was submitted on time, but the process it represents is not functional. ICF needs to let the State know what it needs to make this functional.
00090	Updated Small Rental Website	Approved with Comments	3/19/2007	3/19/2007	Brower, Vanessa	Phase II		Calvin Parker	Requires regular updating as program design changes.
00091	Notice of Funds Available - Round 1	Approved with Comments	3/19/2007	3/19/2007	Brower, Vanessa	Phase II		Calvin Parker	Any changes in program design will require modifications
00092	Procedures for Rental Rehab Teams	Approved with Comments	3/19/2007	3/19/2007	Brower, Vanessa	Phase II		Calvin Parker	Changes in program design will require modifications
00093	Annual A-133 Audit Report	Delay Approved/TBD	3/30/2007		George Lowden	Phase II	3/30/2007	Steve Green	
00094	Compliance Monitoring Checklist	Rejected - Requires Clarification	3/30/2007	3/30/2007	Anita Rechler	Phase II	4/19/2007	Steve Green	
00095	Asset Management Procedures, Plan and Staffing Options	Delay Approved/TBD	4/30/2007	4/30/2007	Andy Zehe	Phase II		Calvin Parker	Delay in delivery requested by ICF 4-26-07.
00096	MIS System for Small Rental	Pending Delivery	5/19/2007		Vanessa Brower	Phase II		(Select)	
00097	Phased Rollout of Housing & Development Software for Rental	Pending Delivery	5/19/2007		Lon Anderson/Dave Cogar	Phase II		(Select)	
00098	Piggyback PBRA: RFP and SOW	Pending Delivery	5/31/2007		Andy Zehe	Phase II		(Select)	
00118	Homeless Program Plans	Rejected - Requires Clarification	3/8/2007	3/8/2007	Mike Shafer	Phase II		Calvin Parker	Anticipate program changes. Requires further discussion with DSS and DHH. Require DSS approval of program design prior to OCD approval
00119	Homeless Program - NOFAs and RFPs	Rejected - Requires Clarification	3/8/2007	3/8/2007	Mike Shafer	Phase II		Calvin Parker	Requires further discussion with DSS and DHH. Anticipate program design changes. Requires DSS approval of program design before approval by OCD

Rich

Procedures for Deliverables
April 26, 2007

Purpose:

The purpose of these procedures is to ensure that all individuals involved in the deliverable process are informed of:

- How and when deliverables are submitted to OCD and who is responsible for submission
- How deliverable are transferred to management teams and who is responsible for transferring
- How deliverable statuses are entered/updated into the Portal and who is responsible for updating

Definitions:

Coordinator(s) – refers to the individual(s) responsible for the management of the deliverables process

Deliverables – set of objectives a contractor must meet in order to fulfill their contract

ICF – refers to ICF Emergency Management Services, LLC - contractor to the State

OCD – Office of Community Development – State

Portal – refers to the system in which all deliverables are updated and maintained

Shop – refers to department, arena, area of interest as it relates to OCD management

Definitions TBD: met w/ ICF deliverables staff on 4/25/07 and that they are assisting OCD in establishing the definitions for the various status options.

- Approved
- Rejected/Requires Clarification
- Delay Approved/TBD
- Pending Delivery
- Report Quarterly, Weekly, Annually
- Delivery Request Approval
- Pending Requires State Action
- Pending Requires Federal Action
- Pending Requires Clarification
- Delay Requested/TBD
- Revision Delivered
- Approved by Contractor

Procedures for Tracking Deliverables:

Identify central person (s) in OCD to coordinate review and approval of all ICF deliverables.

OCD deliverable coordinator(s) will serve as the central point of contract between ICF (deliverable staff), OCD upper management staff in the coordination of the review.

ICF send notice when a deliverable is submitted to the central point of contact who will then forward to the appropriate upper management staff.

OCD deliverable coordinator coordinate submission of deliverable status updates report to HUD OIG and fields inquiries from the Louisiana Legislative Auditor.

Upper management determines drop dead date in which to resolve deliverables for which additional action is needed or status update needed.

Management (and their identified staff person) will be sent e-mail reminders at two intervals upon the arrival of the deliverable; one on the 13th day and the other on the 15th day.

Manager will want to establish a back up or point person for the section to for the review and approval of the deliverables either in their absence or to handle the review and approval process on behalf of their section. This individual will need to get access to the Road Home Portal. This should be coordinated with OCD deliverables coordinator (s).

OCD Deliverable Coordinator(s) will track the approval rate to determine timeliness of response. Management who are delinquent in the review and approval of deliverables will be reported to the OCD director.

Require that all approvals requiring further action, comments, or clarification include the issue for further clarification and/or action.

In house (OCD) inquiries regarding the portal or technical issues concerning the portal will be coordinated through the OCD coordinator (s) who will field this information directly to ICF.

A detailed accounting of the deliverables procedures and chart concerning the work flow of the deliverables process is in development and will be forthcoming.

*Summary in Peoples what actions
OCD took / Take on deliverables*

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APPENDIX B: PHASE I AND II DELIVERABLES STATUS AS OF 2/9/07 AND 2/21/07

ID	Title	Status*	Due Date	Delivery Date	Accepted (OCD) or Date of Status as of 2/9/07**	Accepted (OCD) or Date of Status as of 2/21/07**	Comments (Note: These comments are from the spreadsheet used to track deliverables prior to using the portal.)
PHASE I							
00001	Operations Plan	Rejected - Requires Clarification	7/14/2006	7/14/2006	7/19/2006		
00002	Cash Flow Projection	Report (Weekly)	8/14/2006	8/14/2006		2/14/2007	
00003	HAC Plan and Staffing Requirements	Approved	7/12/2006	7/12/2006	8/16/2006		
00004	Subcontract Submittals	Approved	7/12/2006	7/12/2006	8/1/2006		
00005	Ten Center Operational	Approved	8/29/2006	8/25/2006	10/1/2006		
00006	MIS Specifications	Approved with Comments	7/14/2006	7/14/2006	2/6/2007		Comments say conditionally approved
00007	Professional Builders Registry Available	Approved	8/29/2006	8/29/2006			No date provided
00008	Agenda and Locations for Home Evaluators/Financial Institutions	Approved	7/14/2006	7/14/2006	8/10/2006		
00011	Agenda and Location of Building Professional Training	Approved	7/14/2006	7/14/2006	8/10/2006		
00013	Complete 2/5 Training Sessions Completed	Rejected - Requires Clarification	8/29/2006	8/29/2006			No date provided - comments say subject to ICF amendment
00014	Commence Outreach and Public Education	Approved with Comments	8/11/2006	8/11/2006			No date provided - comments say delayed 9/26/06
00015	Summary of Homeowner Media Campaign and Brochures	Approved	8/14/2006	8/14/2006	8/11/2006		
00016	Homeowner Website Approved/Online	Approved	7/20/2006	7/20/2006	8/11/2006		

ICF CONTRACT AND DELIVERABLES

ID	Title	Status*	Due Date	Delivery Date	Accepted (OCD) or Date of Status as of 2/9/07**	Accepted (OCD) or Date of Status as of 2/21/07**	Comments (Note: These comments are from the spreadsheet used to track deliverables prior to using the portal.)
PHASE I							
00017	Summary of SRAP Outreach and Media Campaign	Revision Delivered	8/14/2006	8/14/2006			Comments say delayed 9/26/06
00018	SRAP Website Approved/Online	Rejected - Requires Clarification	10/11/2006				Comments say rejected on 8/23/06 and delayed
00019	MOU Agreements between ICF, SBA, FEMA, Insurance Company, etc.	Rejected - Requires Clarification	7/30/2006	7/28/2006	8/17/2006		
00020	Evaluation of Pilot Program	Approved	9/13/2006	9/13/2006	10/1/2006		
00021	Homeowner Forms Available	Delivered	7/20/2006	7/20/2006		2/16/2007	
00022	Mediation Process Development	Approved	7/31/2006	7/31/2006	8/2/2006		
00023	SRAP MIS System Fully Operational	Delay Approved/TBD	9/13/2006		10/27/2006		
00024	SRAP Forms Available	Delay Approved/TBD	9/13/2006		9/26/2006		
00025	State Approved Pipeline Report	Report (Weekly)	7/28/2006	7/28/2006			
00026	Summary List of Training Attendees, Comments, Certifications	Approved	9/13/2006	9/13/2006	10/1/2006		
0003A	Homeowner MIS System Fully Functional	Rejected - Requires Clarification	8/29/2006	8/29/2006	9/7/2006		

ID	Title	Status*	Due Date	Delivery Date	Accepted (OCD) or Date of Status as of 2/9/07**	Accepted (OCD) or Date of Status as of 2/21/07**	Comments (Note: These comments are from the spreadsheet used to track deliverables prior to using the portal.)
PHASE II							
00027	HMGP Final Acquisition Application Submission	Approved	10/25/2006	10/25/2006	12/6/2006		
00029	Anti-Fraud Plan & Procedures for Homeownership	Approved	11/1/2006	11/1/2006		2/14/2007	
00028	Business Plan for Mobile/Fixed HACs & Mobile Team Operations Plan	Delivered	11/1/2006	11/1/2006			
00030	Web Deployment of Scheduling Apps & Phase I Website Maintenance	Approved	11/1/2006	11/3/2006			
00031	Update to Appeals Process	Rejected - Requires Clarification	11/8/2006	11/8/2006			
00032	Business Plan for HMGP Program	Pending - Requires State Action	11/8/2006				
00033	Project Work Plan for All Programmatic Activities	Approved with Comments	11/8/2006	11/8/2006		2/16/2007	
00034	Analysis of Piggyback Projects	Delivered	11/10/2006	11/10/2006			
00035	Homeowner Procedures Update	Approved	11/15/2006	11/15/2006		2/14/2007	
00036	Legal Documents for Compliance	Pending - Requires State Action	11/15/2006				
00037	Financial Reporting System for Reallocation of HMGP Funds	Pending - Requires State Action	11/15/2006				
00038	Strategic Communications & Outreach Plan for CY2006	Approved	11/15/2006	11/15/2006		2/16/2007	
00039	Completed Homeowner Grant Application	Delay Requested/TBD	11/15/2006				

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ID	Title	Status*	Due Date	Delivery Date	Accepted (OCD) or Date of Status as of 2/9/07**	Accepted (OCD) or Date of Status as of 2/21/07**	Comments (Note: These comments are from the spreadsheet used to track deliverables prior to using the portal.)
PHASE II							
00040	Open HAC in Houston, TX	Approved	11/15/2006	11/15/2006	12/6/2006		
00041	Privacy Policy for Homeownership & Small Rental	Approved	11/15/2006	11/15/2006		2/14/2007	
00042	Ombudsman Procedures and Policy	Rejected - Requires Clarification	11/15/2006	11/15/2006		2/14/2007	
00043	Training Summary for Homeowner & Rental	Report (Quarterly)	11/15/2006	11/16/2006			
00044	Overall Policy & Procedure Manual	Approved	11/15/2006	11/8/2006		2/14/2007	
00046	HMGP Environmental Review Process	Pending - Requires State Action	11/20/2006				
00047	Homeless Policies, Procedures & Guidance	Delay Requested/TBD	11/30/2006				
00048	Updated HMGP Evaluation Procedures (monthly)	Pending - Requires State Action	11/30/2006				
00049	Training on Mitigation Measures for Housing Advisors (monthly)	Approved	11/30/2006	11/30/2006		2/14/2007	
00050	HMGP Financial Report (monthly)	Pending - Requires State Action	11/30/2006				
00051	Strategic Communications & Outreach Plan for CY2007	Approved	11/30/2006	11/15/2006		2/16/2007	
00052	Analysis of Facility Use (monthly)	Approved	11/30/2006	11/30/2006		2/14/2007	
00053	Report on Subcontract Activity (monthly)	Approved	11/30/2006	11/30/2006		2/16/2007	
00054	Report on COI Issues (monthly)	Approved	11/30/2006	11/30/2006		2/14/2007	

ID	Title	Status*	Due Date	Delivery Date	Accepted (OCD) or Date of Status as of 2/9/07**	Accepted (OCD) or Date of Status as of 2/21/07**	Comments (Note: These comments are from the spreadsheet used to track deliverables prior to using the portal.)
PHASE II							
00056	Monitoring Plans for all CDBG Programs	Approved with Comments	11/30/2006	11/30/2006	12/19/2007		
00057	Homeless Program PSH Workshop	Delay Requested/TBD	11/30/2006				
00058	Homeless Program Status Report (monthly)	Delay Requested/TBD	11/30/2006	1/30/2007			
00059	Homeless Program Monitoring Plan	Approved	11/30/2006	11/30/2006		2/14/2007	
00061	Business Plan for Utilization of Non-profits & Faith-based Organizations	Approved with Comments	12/1/2006	12/29/2006		2/16/2007	
00062	Compliance Plan	Approved	12/1/2006	12/1/2006		2/14/2007	
00063	Financial Reporting System for HMGP	Pending - Requires State Action	12/1/2006				
00064	Spatially Enabled Online Database	Delivered	12/1/2006	12/1/2006			
00065	Data Dictionary for All Programs	Rejected - Requires Clarification	12/1/2006	12/1/2006			
00066	IT/IS Security Assessments (Quarterly)	Approved	12/1/2006	12/1/2006	2/6/2007		
00067	Mobile Centers in the Field	Approved	12/1/2006	12/1/2006		2/14/2007	
00068	ICF Target Definition for Deadlines	Delay Approved/TBD	12/1/2006	3/15/2007		2/14/2007	
00069	Survey and Report for those not served (quarterly)	Approved	12/1/2006	12/1/2006		2/14/2007	
00076	Homeowner Construction Representative Training	Approved	12/5/2006	12/5/2006		2/16/2007	
00070	Updated Public Education & Outreach Plan	Delivered - Request Approval	12/10/2006	1/3/2007			

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ID	Title	Status*	Due Date	Delivery Date	Accepted (OCD) or Date of Status as of 2/9/07**	Accepted (OCD) or Date of Status as of 2/21/07**	Comments (Note: These comments are from the spreadsheet used to track deliverables prior to using the portal.)
PHASE II							
00071	Data Field Integration for HAZMIT Queries	Pending - Requires State Action	12/15/2006				
00072	Open New HAC in LA	Approved	12/15/2006	12/15/2006		2/14/2007	
00073	Monitoring & Compliance Workshop	Delay Requested/TBD	12/15/2006				
00045	Revised Rental Program Design Decision	Approved	12/28/2006	12/28/2006			
00055	Performance Measurement & CDBG Compliance (monthly)	Approved with Comments	12/30/2006	12/30/2006		2/14/2007	
00060	Outreach Activities by Non-profit & Faith-based Organizations (monthly)	Approved	12/30/2006	12/30/2006		2/14/2007	
00074	Business Plan for Call Center Lifecycle (monthly)	Approved	12/30/2006	12/29/2006		2/14/2007	
00075	Guidance on Referral Systems - Homeless Program	Pending - Requires State Action	12/31/2006				
00079	Sharepoint HMGP MIS Module	Pending - Requires State Action	1/3/2007				
00080	Controls Assessment Interim Report	Rejected - Requires Clarification	1/15/2007	1/15/2007	2/5/2007		
00081	Property Report (quarterly)	Delivered - Request Approval	1/15/2007	1/15/2007			
00083	TV, Radio, Print Placement and other strategies for Homeowner Program (CY2007)	Approved with Comments	1/19/2007	1/19/2007		2/14/2007	

ID	Title	Status*	Due Date	Delivery Date	Accepted (OCD) or Date of Status as of 2/9/07**	Accepted (OCD) or Date of Status as of 2/21/07**	Comments (Note: These comments are from the spreadsheet used to track deliverables prior to using the portal.)
PHASE II							
00085	Maintain and Update Administration Organizational Structure (quarterly) 1	Approved	1/30/2007	1/30/2007		2/14/2007	
00086	Maintain and Update HR Policy (quarterly) 1	Approved	1/30/2007	1/30/2007		2/14/2007	
00088	Public Data Exchange	Approved with Comments	2/1/2007	2/1/2007		2/14/2007	
00089	GIS Online Services	Rejected - Requires Clarification	2/1/2007	2/1/2007		2/16/2007	

*ICF uses the term “approved” for deliverables that are accepted.

**We evaluated the status of deliverables on two different dates to determine whether the timeliness of OCD’s review had improved.

Source: Prepared by legislative auditor ‘s staff using the ICF portal.

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APPENDIX C: SUMMARY OF ICF PAY RATES AND POSITIONS

ON-SITE RATES		OFF-SITE RATES	
Labor Category	Rate (\$/hr)	Labor Category	Rate (\$/hr)
Administrative Assistant 1	\$20	KPMG	
Administrative Assistant 2	\$35	Executive Consultant/Proj Dir/Prin	\$295
Administrative Assistant 3	\$60	Senior Consultant/Technical Expert	\$295
Analyst 1	\$35	Staff	\$275
Analyst 2	\$50		
Analyst 3	\$60	Jones Walker	
Analyst 4	\$80	Senior Partner	\$375
Application Analyst 1	\$70	Partner	\$320
Application Analyst 2	\$80	Special Counsel	\$350
Billing AR Specialist	\$50	Senior Associate	\$260
Budget and Financial Manager	\$100	Associate	\$225
Budget/Finance Specialist 1	\$50	Paralegal	\$150
Budget/Finance Specialist 2	\$60		
Chief Program Executive	\$300	ICF and other subcontractors	
Communications Graphic Artist	\$50	Executive Consultant	\$295
Director 1	\$90	Project Director	\$247
Director 2	\$110	Senior Consultant	\$200
Director 3	\$150	Technical Expert	\$175
Facilities and Office Manager	\$90	Consultant	\$129
Human Resources Manager 1	\$80	Junior Consultant	\$100
Human Resources Manager 2	\$100	Research Assistant	\$75
Human Resources Professional 1	\$50		
Human Resources Professional 2	\$75		
Marketing Specialist 1	\$50		
Marketing Specialist 2	\$65		
Marketing Specialist 3	\$80		
Program Manager 1	\$150		
Program Manager 2	\$175		
Program Manager 3	\$245		
Program Manager 4	\$265		
Program Manager 5	\$285		
Project Administrator 1	\$75		
Project Administrator 2	\$85		
Public Relations 1	\$60		
Subcontract Specialist 2	\$85		
Supervisor 1	\$75		
Supervisor 2	\$90		

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ON-SITE RATES	
Labor Category	Rate (\$/hr)
Supervisor 3	\$105
Supervisor 4	\$120
Systems Integrator	\$100
Tester 1	\$75
Tester 2	\$100
Security Guard (unarmed)	\$39
Security Guard (armed)	\$54

Source: ICF contract.

APPENDIX D: EXPLANATION OF TITLE AND EVALUATION UNIT COSTS

Item	Unit Price	Description
RES Parcel Data	\$0.35	Data obtained from 17 Louisiana Parish Tax Assessors cleaned and normalized and providing determination points for existence of 2005 Homestead Exemptions on Road Home applicants properties.
FDS Flood Data	\$8.00	Flood Zone determination data augmented with Base Flood Elevation (BFE). Advisory Base Flood Elevation (ABFE) and geocoordinate data on the properties of Road Home applicants.
RES AVM	\$12.00	Pre-storm valuations on Road Home applicant properties creating using the RES Automated Valuation Model product known as PassProspector.
RVV Broker Price Opinion	\$86.00	Pre-storm valuations provided by licensed REALTOR/Brokers on Road Home applicant properties using the Broker Price Opinion product. This is used if the AVM does not yield results due to a lack of sufficient data.
CREDCO Appraisal (URAR)	\$460.00	Pre-storm valuations provided in the Uniform Residential Appraisal Report (URAR) format by licensed Appraisers. This is used if neither the AVM nor the BPO is successfully completed.
Grant Search	\$196.00	A title search of the public parish records in the parish of the Road Home applicant's property. This title search has been customized to meet the requirements of the Road Home Grant transactions. To issue a title insurance policy for a disbursement to homeowners who decides to stay in their homes (repair/rebuild). First American conducts a basic title search to establish property ownership and identify certain liens (e.g., IRS, property taxes.) The "Grant Search" fee covers this work.
Grant Exam	\$58.00	An opinion of title rendered by a Louisiana attorney based on the Grant title search.
Grant Policy	\$150.00	As approved by the Louisiana Department of Insurance. The First American Title Insurance Company of Louisiana product designed for the Road Home program insuring the State in Grant transaction. The price of Title Insurance is regulated by the Louisiana Insurance Rating Commission. The filed rate is \$150.00 per policy. The actual costs incurred will be charged to the State without additional G&A or fee.
Level I Clear Title	\$86.00	The clearance of title problems that can legally be performed by First American to allow the closing of a Road Home transaction. The "Level I Clear Title" fee covers additional work that First American performs in order to "cure" minor problems with clearing a title to the point where First American can issue a title insurance policy. Contractor must coordinate with State's other vendors (i.e., nonprofits) for most economical and efficient assignment of curative work.
Sale/Rental Search	\$305.00	A second, more comprehensive title search required on Road Home Sale transactions or in commercial rental transactions. To issue a title insurance policy for a disbursement to homeowners who decide to sell their property to the state, First American conducts a more involved title search to establish property ownership and identify all liens and encumbrances (e.g., contractor liens, easements). The "Sale/Rental Search" fee covers this more involved work.
Sale/Rental Exam	\$144.00	The opinion of title rendered on the Sale title search.
Sale/Rental Policy	\$616.50	An owners title insurance policy insuring the State based on the purchased price of any acquired Road Home applicant properties. The price of Title Insurance is regulated by the Louisiana Insurance Rating Commission. The actual price depends upon the value of the policy. The quoted price represents the maximum allowed. The actual costs incurred will be charged to the State without additional G&A or fee.
Level II Clear Title	\$575.00	The clearance of title problems that require the legal services of an attorney. Contractor must coordinate with State's other vendors (i.e., nonprofit legal service providers) for most economical and efficient assignment of curative work.
Closing	\$282.00	The signing event wherein the Road Home funds recipient completes the documentation required for their transaction.
RES Parcel Data for three more years	\$1.15	Data for the same 17 parishes provided above allowing program compliance monitoring for the next three years based on the existence of 2006, 2007, and 2008 Homestead Exemptions on Road Home applicants' properties.
Banking Fees	\$275.00	Lender arrangements for Road Home recipients without a pre-existing lender.

Source: Prepared by legislative auditor's staff using ICF contract.

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APPENDIX E: SUMMARY OF BUDGETED AMOUNTS BY PROGRAM

Program	Amount*
Homeowner Program	\$151,469,711
Title Program	\$104,324,983
Rental	\$88,936,481
Evaluation Program	\$64,985,873
Facilities	\$52,317,311
MIS	\$45,942,988
Communications	\$29,052,495
Administration	\$15,671,432
Management	\$14,055,928
Anti-Fraud (KPMG)	\$12,872,620
Training	\$10,466,557
QA/QC (Deltha)	\$8,654,955
Community Outreach	\$8,002,264
Human Resources	\$7,644,296
Data Entry	\$5,500,826
Public Information Office	\$5,500,000
Policies & Procedures	\$4,648,684
Logistics	\$4,464,501
Program Management	\$3,577,972
Jones Walker	\$3,000,000
Registry Services Program	\$2,282,988
Mobile Unit	\$863,362
Piggyback Programs	\$763,446
Homeless Assistance Programs	\$244,458
* This amount includes budgeted labor costs and other direct costs.	
Source: Prepared by legislative auditor's staff using information from ICF.	

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